

Haringey Council – Corporate Committee

Disciplinary Case Analysis July to September 2012

Introduction

The information in this report is taken from SAP, covering the period 01 July 2012 – 30 September 2012.

The data is based on Haringey Council employees who

- hold Permanent, Temporary or Fixed Term Contracts

Note that this data excludes:

- Casual or Sessional Workers
- Schools
- Agency Workers

Legend	
Adults & Housing	AS
The Children & Young People's Service	C
Chief Executive	CE
Corporate Resources	CR
Public Health	PH
Place & Sustainability	PS
Haringey Council	HGY

The Council's Disciplinary Procedure is considered as a tool to assist in good management and not solely as a means of imposing sanctions or setting out procedures leading to dismissal.

The procedure aims to:

- Allow managers to address issues of unsatisfactory conduct and seek improvements in behaviour
- Ensure that employees covered by the procedure are treated fairly and consistently
- Ensure that proper and adequate procedures are observed before any disciplinary decisions are taken
- Help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance
- Maintain discipline essential to the delivery of high quality services
- Protect the health, safety and well being of staff, service users and members of the public
- Safeguard the integrity and good reputation of the Council
(Disciplinary Procedure July 2005)

Disciplinary Cases

This section looks at the number of formal actions taken against employees under the disciplinary procedure.

Disciplinary Cases by Directorate

Directorate	Cases Open	Cases Closed	No of cases	No of employees
AS	5	5	10	10
C	6	4	10	9
CE	0	0	0	0
CR	2	0	2	2
PH	0	0	0	0
PS	6	4	10	10
Grand Total	19	13	32	31

Please note that the total number of cases is 32, but this only represents 31 employees. The reason being is that one employee can have more than one case in the same period. For example, an employee's dismissal could count as one case and their appeal as another.

- **Children's** has the highest percentage of disciplinary cases against its workforce at **1.34%** in this quarter
- **19** cases remain 'open' at the end of this period

The following table looks at the stages of Disciplinary cases.

Stages of Disciplinary Cases

Stage	Cases Open	Cases Closed	Total	%
Invest. - not suspended	4	3	7	22
Invest. - suspended	12	5	17	53
ET	2	1	3	9
Appeal	1	4	5	16
Total	19	13	32	100

The following table identifies the outcomes of the 13 cases that were closed in this period.

Disciplinary Case Outcomes

Outcome	Invest. - not suspended	Invest. - suspended	Invest. - appeal	Invest. - ET	Total	%
Compromised agreement	0	0	0	0	0	0
Dis. Appeal Dismissed	0	0	2	0	2	15
Dis. Appeal Part Upheld	0	0	0	0	0	0
Dis. Appeal Upheld	0	0	2	0	2	15
Dis. Appeal Withdrawn	0	0	0	0	0	0
Dis. Dismissal	0	3	0	0	3	23
Dis. ET Dismissed	0	0	0	0	0	0
Dis. ET Withdrawn	0	0	0	1	1	8
Dis. Final Written Warning	0	0	0	0	0	0
Dis. No Action	1	1	0	0	2	15
Dis. Other	0	0	0	0	0	0
Dis. Relegation/Demotion	0	0	0	0	0	0
Dis. Resigned	0	1	0	0	1	8
Dis. Verbal Warning	2	0	0	0	2	15
Dis. Warning & Sanction	0	0	0	0	0	0
Dis. Written Warning	0	0	0	0	0	0
Escalated to next stage	0	0	0	0	0	0
Suspension Lifted	0	0	0	0	0	0
Total	3	5	4	1	13	100

This table displays reasons for Disciplinary action against employees.

Reasons for Disciplinary Cases

Reason	Cases Open	Cases Closed	Total	%
Assault	1	0	1	3
Attendance	1	1	2	6
Behaviour	7	6	13	41
Fraud / Theft	3	1	4	13
Misuse of resources	2	0	2	6
Negligence	4	4	8	25
Other	1	1	2	6
Total	19	13	32	100

- The highest cause for disciplinary action was for **Behaviour** at 41%

This table looks at the ethnic breakdown and gender split for Disciplinary cases

Ethnic Class	Female		Male		All	
	Total	%	Total	%	Total	%
B A M E	16	64	9	36	25	81
White	2	33	4	67	6	19
Not Declared	0	0	0	0	0	0
Total	18	58	13	42	31	100

- **32%** of the workforce is male, but the male representation with disciplinary cases is higher at **42%**

The following table looks at the ethnic breakdown per Directorate and across grade bands.

Dir	Ethnic Group	SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+		TOTAL	
		T	WF	T	WF	T	WF	T	WF	T	WF	T	WF
AS	B & ME	6	60	2	20	2	20	0	0	0	0	10	100
	White	0	0	0	0	0	0	0	0	0	0	0	0
	Total	6	60	2	20	2	20	0	0	0	0	10	100
C	B & ME	2	22	1	11	0	0	3	33	0	0	6	67
	White	1	11	1	11	0	0	1	11	0	0	3	33
	Total	3	33	2	22	0	0	4	44	0	0	9	100
CE	B & ME	0	0	0	0	0	0	0	0	0	0	0	0
	White	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0	0
CR	B & ME	0	0	0	0	1	50	0	0	0	0	1	50
	White	0	0	0	0	0	0	0	0	1	50	1	50
	Total	0	0	0	0	1	50	0	0	1	50	2	100
PH	B & ME	0	0	0	0	0	0	0	0	0	0	0	0
	White	0	0	0	0	0	0	0	0	0	0	0	0
	Total	0	0	0	0	0	0	0	0	0	0	0	0
PS	B & ME	7	70	1	10	0	0	0	0	0	0	8	80
	White	2	20	0	0	0	0	0	0	0	0	2	20
	Total	9	90	1	10	0	0	0	0	0	0	10	100
HGY	B & ME	15	48	4	13	3	10	3	10	0	0	25	81
	White	3	10	1	3	0	0	1	3	1	3	6	19
	Total	18	58	5	16	3	10	4	13	1	3	31	100

Suspensions

This table shows a summary of suspension cases.

Case status	Total
No. of cases heard	4
No. of cases not concluded	12
No. of cases not concluded - leaver	1
Total	17

Timescales (no of days) of Suspension Cases

The table below looks at the 17 suspension cases and identifies the no. of working days each case has taken. If a case has not concluded by the end of the quarter, the number of working days is calculated from the start date of the suspension to the end of the quarter.

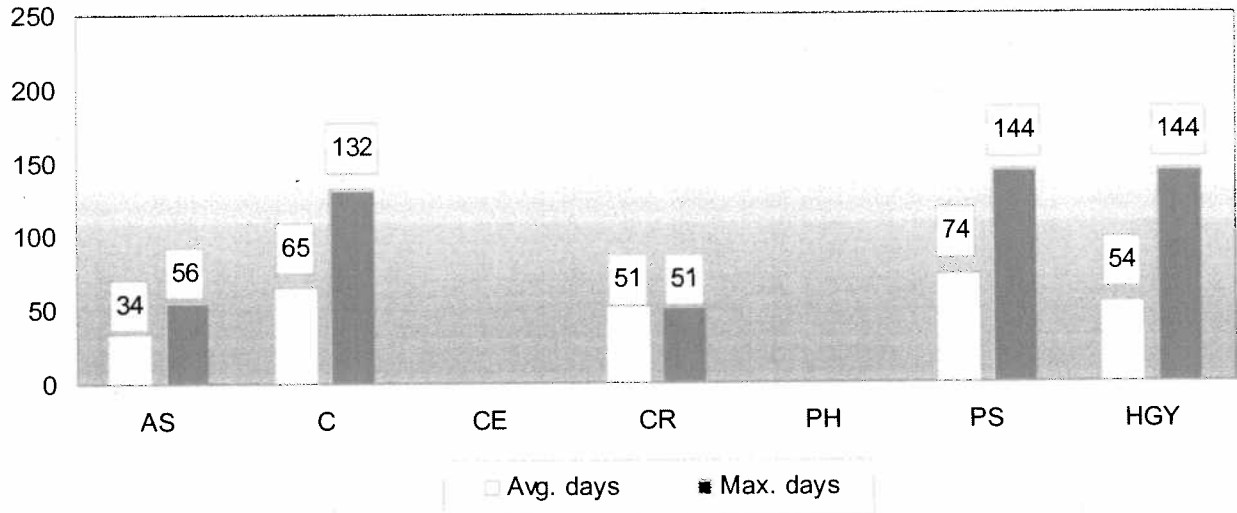
The table also identifies by directorate, the average number of days suspension for all cases, the maximum days for a single case and the number of cases heard within that period.

Directorate	1-60	61-120	121-180	181-240	240+	Total cases	Total days	Avg. days of total cases	Max. Days	Total cases heard
AS	7	0	0	0	0	7	237	34	56	2
C	2	1	1	0	0	4	260	65	132	1
CE	0	0	0	0	0	0	0	0	0	0
CR	1	0	0	0	0	1	51	51	51	0
PH	0	0	0	0	0	0	0	0	0	0
PS	3	0	2	0	0	5	369	74	144	1
HGY	13	1	3	0	0	17	917	54	144	4
Total cases closed	5	0	0	0	0	5				

On average, 54 days were spent on each suspension case within the quarter.

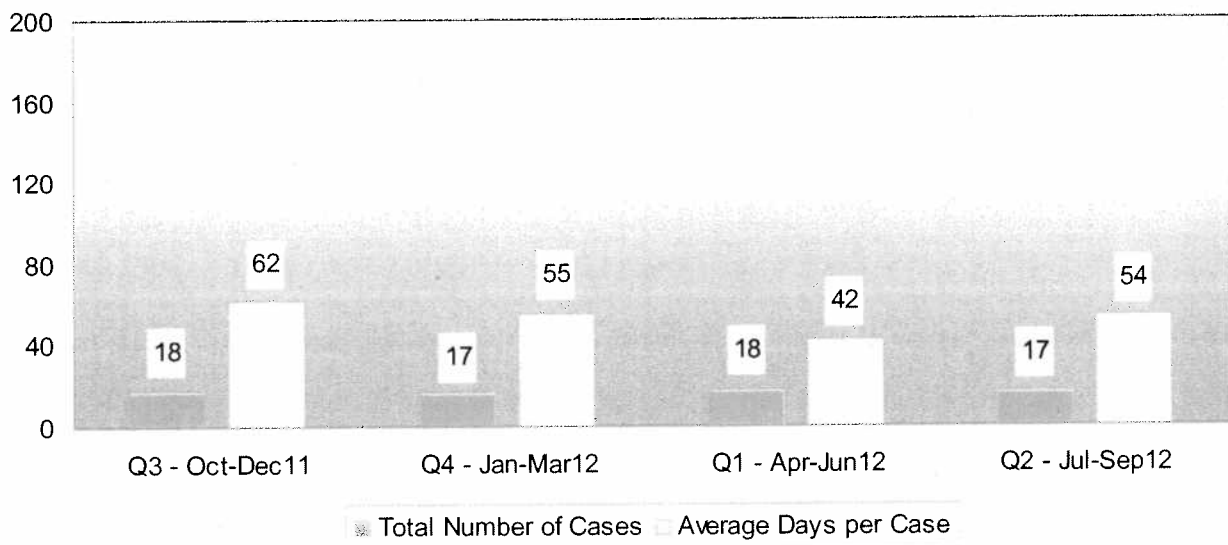
The chart below illustrates the average and maximum number of days taken for a suspension case by Directorate for the quarter.

Average and Maximum Days Taken for Suspension Cases by Directorate



The chart below looks at the number of suspension cases per quarter for a rolling year and highlights Haringey Council's average number of days per case.

No. of cases and average days taken per case by quarter



The average number of days suspended for the quarter was 54 with a total of 17 cases. 12 of these cases remain open at the end of **quarter 2**.